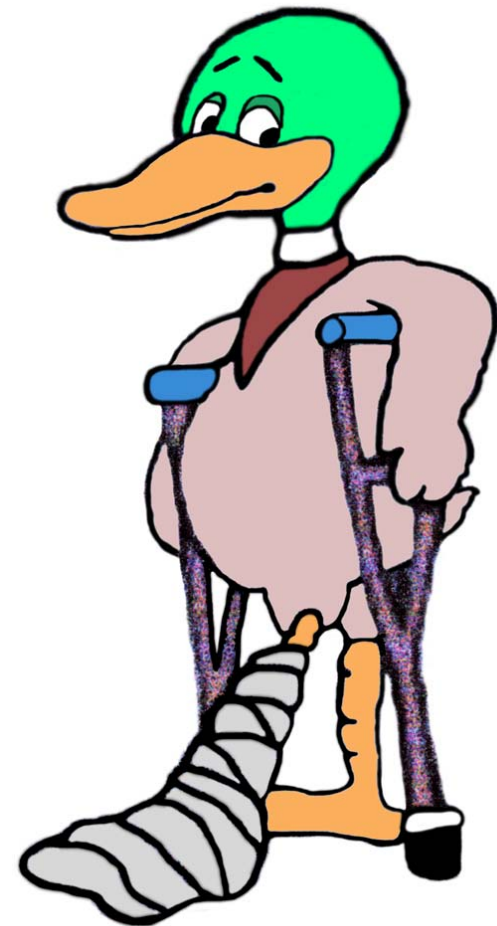


To refresh you on TPAB:

- Established by 2003 legislature
- six citizens, four legislators, ex-officio Legislative Auditor
- Transportation oversight
 - Performance reviews
 - Audits



The 2005 Legislature gave TPAB three assignments:

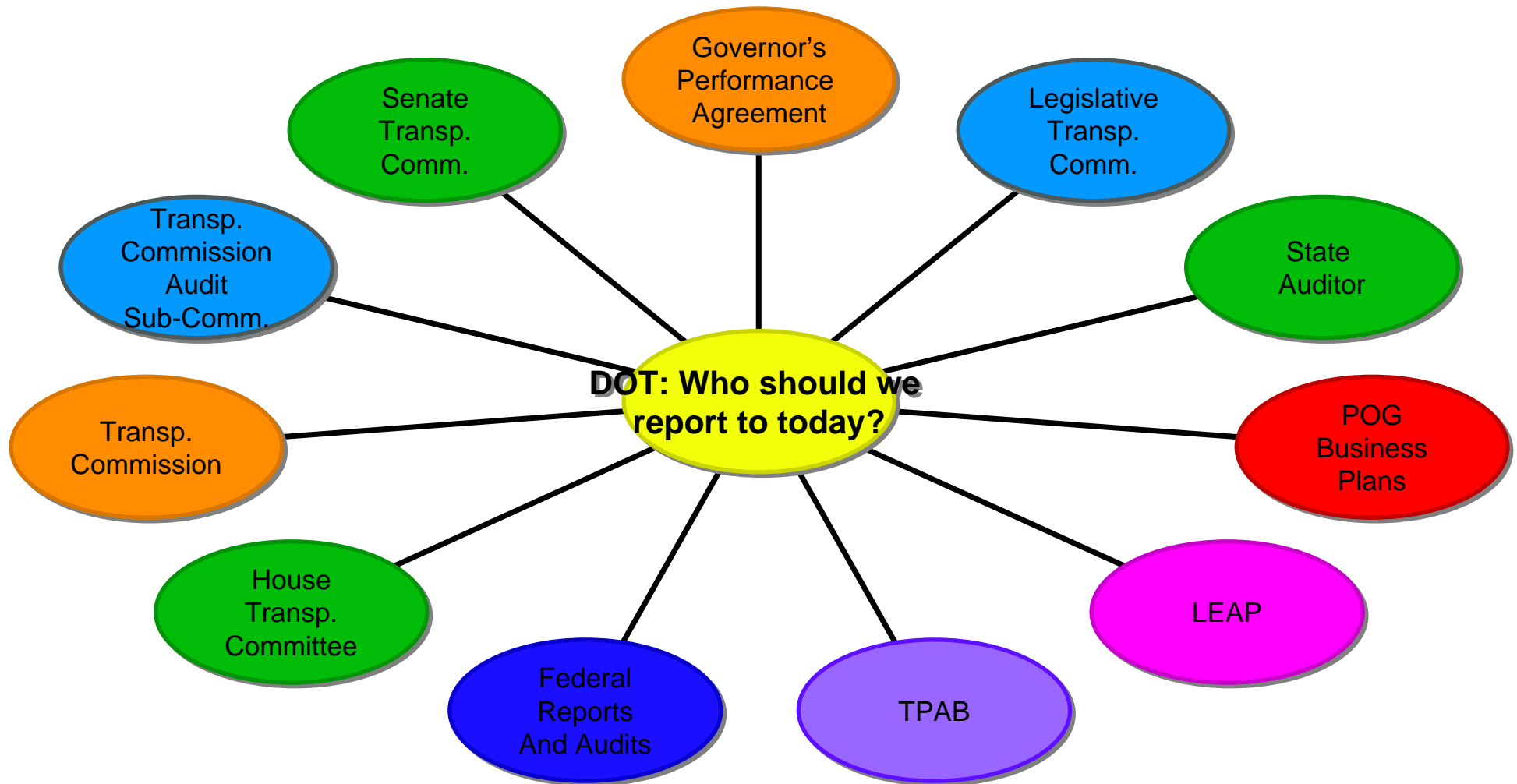
1. A study of benchmarks and goals
2. A study of project prioritization process and criteria
3. Recommendations on capital performance measures for the TPA

We merged them as follows:

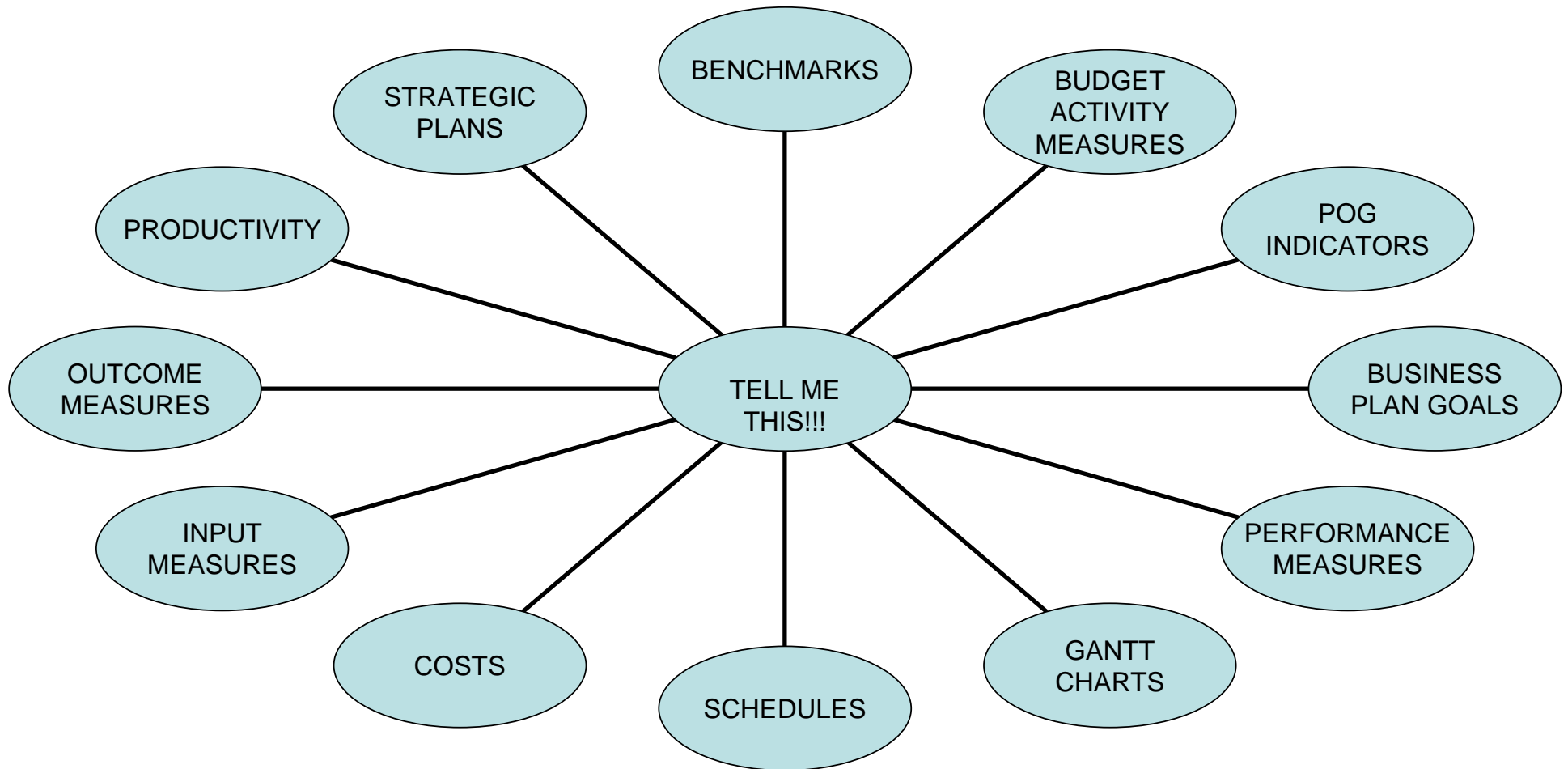
- A study of benchmarks and goals
- A study of project prioritization process and criteria
- Recommendations on capital performance measures for the TPA
- Today: Goals, benchmarks and project prioritization
- Later: Capital measures for TPA \$, Nickel \$ and pre-existing funds

Both efforts designed to
Streamline Accountability
into functional system

Accountability breaking out in lots of different forms...



...seeking lots of different data.



Needed: A Coherent, Linear, Logical, Transparent, Accessible System

- To measure consistently, communicate consistently, report consistently
- To provide a basis for ongoing legislative oversight
- To provide a basis for ongoing Executive oversight
- To be transparent and accessible for citizens

We need a system

- Not baroque layers of competing enthusiasms
- Each approach another barnacle on the keel of the agencies
- Accountability should be a performance driver, a cost saver...not a performance hindrance, not a cost driver

Transportation Performance Audit Board (TPAB) Study of Transportation Goals, Benchmarks and Ten-Year Investment Criteria and Process

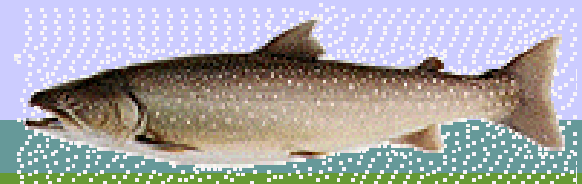
Lund Consulting, Inc.
Cedar River Group
February 10, 2006



Safety



Movement



Management of Assets &
Resources

Legislative Direction

The consultant team has been directed by TPAB to conduct a study and make recommendations related to the goals, benchmarks, investment criteria, and performance measures currently in state law relative to the Washington State Department of Transportation.

2005 Washington State Legislature mandates:

TPAB shall conduct a study and make recommendations modifying RCW 47.01.012, state goals and benchmarks. (ESSB 6091 Section 206 subsection 2).

TPAB shall as soon as practicable, conduct a review of the comprehensive ten-year investment program process, including criteria under RCW 47.05.030 and RCW 47.05.051. (ESSB 5513 Section 19 subsection 2).

TPAB must develop performance measures and benchmarks for the evaluation of expenditures of the transportation partnership account. (ESSB 6103 Section 104 subsection 3).

Methodology

Literature review

General Accounting Standards Board (GASB) guidelines

Federal laws

State laws

Best practices

Study Objectives

Objective 1: Improve the use of performance measures for external accountability, communication and reporting.

Objective 2: Relate the performance measures and investment criteria to the overarching performance goals of the state transportation system.

Objective 3: Distinguish between transportation system performance, state agencies and WSDOT performance.

Objective 4: Identify and consistently report on a few key accountability measures.

Study Objectives

Objective 5: Clarify accountability measurement terminology by simplifying it and conforming to measurement terminology used in the GMAP and POG programs.

Objective 6: Distinguish performance accountability measure reporting from organizational reporting.

Objective 7: Provide for evolution of performance measures.

Objective 8: Make transportation investment criteria clear, with clearly stated goals and priorities.

Current Benchmarks, Performance Measures, and Investment Criteria

Transportation Investment Criteria									
<p>RCW 47.01.0 Create a state Identify present Set goals for the Coordinate transportation Promote and Coordinate transportation Supply a broad Facilitate the Provide for public Administer programs Coordinate and</p> <p>RCW 47.01.0 In addition to other priority No interstate No bridges shall highest seismic Traffic congestion mean Delay per driver Per capita vehicle The non-auto Administrative tionally The state's policies, adjusting</p> <p>RCW 47.01.0 Establish performance level Develop and of the people Integrate inter goals, and ob cluding land Develop transportation state laws Inventory the state and define transportation Provide for the and local land Integrate the Coordinate federal Take into account ation facilities Use intelligent</p>	<p>RCW 47.05 Priority program importance Extend the considering -Life-cycle -Traffic -Subgrants -Enviromental -Material -Construction -Security -Minimum Priority program order of im -Traffic -Location -Economic -Synchro within the -Use of Priority program -Support -The cost -Accident -Protection -Construction -Consistent they have -Support -Extent resident -Extent -Opportunity -Extent -Consistent -Public -The cost -Feasibility -Community -Relative -Major layed on transportation mobility up</p> <p><i>Note on the</i> The legislative points in the transportation</p>	<p>RCW 47.05 Be consistent Expedite the RCW 47.05 Conform with Ensure the manner. Include a bicycle and Include a tion, freight -Security Recommend that the state Be consistent Reflect public Be consistent Comprehensive plan Include an A primary Preservation Ability to Employment Improvement Efficient Improvement tem for per Identify and storm water</p> <p>RCW 47.05 Plan for emergency RCW 47.05 Assess the through the</p>	<p>RCW 47.06.0 Establish structure Identify current structure deterioration Recommend state highway Use lowest life Establish service by the transportation Estimate costs Establish operation highway system Identify current levels and specifications First assess system expansion agement, transportation Conform to the adopted under Identify and Provide for emergency Recommend a Identify the ne basis for the in chapter 47.30 Establish service Forecast travel Develop transportation needs Support local Assure that federal Provide for m</p> <p>RCW 47.06.1 Provide for public the role of private nate ferry system Be consistent Be developed</p>	<p>RCW 47.06.0 Fulfill the state planning, and RCW 47.06.02 Assess the transition system im ington's marine RCW 47.06.06 Fulfill the state Identify freight establish criteria for the use of funds. Identify existing RCW 47.06.08 Analyze existing state passenger achieve higher Identify all such RCW 47.06.10 Propose a state Integrate bicycle Coordinate between Assess the role Assess statewide Satisfy the federal</p> <p>RCW 47.06.11 Articulate the ing benefits in Identify the goals those goals Recommend Recommend Recommend 82.44.180 (2) and and Recommend a federal law. Involve local state agencies community, trade, tendent of public</p>	<p>RCW 47.06 Conduct multi cost in ex Analysis will mobility with identified de A long-term ed, a city or gestion and To the extent At a minimum The current The impact The daily co The cost per How much d provement p The end result the most cost and reducing</p> <p>RCW 47.06 Standards. Set level of Consider the goods and th</p>	<p>RCW 43.88.090 Each state agency agency shall also Each state agency jectives must be Objectives must data that measure toward statewide Each state agency the required minimum an evaluation of making progress Each agency's b quality, and performance measures</p>	<p>Federal - U.S. Department of Transportation Enhance public ries. Advance access Facilitate a more opment. Promote transportation Balance homeland personal travel and Advance the Department Agenda. Plans must be de Projected growth Relative efficiency Available transportation General effect on al economy. U.S. Government Key factors, as in Ensure compliance Act Support the economic ductivity and efficiency Increase the safety Increase the access Protect and enhance Enhance the inter and freight Promote efficient Emphasize the p Promote congestion Consider the likelihood Consider using Expand, enhance Examine the overall Consider access Preserve rights-of-way Consider connected Consider recreation</p>	<p>Executive Order Infrastructure in quantitative and considered. Att Benefits and costs When the amount tainty and address Analyses must o expanding facilities Analyses should reflecting values Department of Plans must be de Projected growth Relative efficiency Available transportation General effect on al economy. U.S. Government Key factors, as in Ensure compliance Act Support the economic ductivity and efficiency Increase the safety Increase the access Protect and enhance Enhance the inter and freight Promote efficient Emphasize the p Promote congestion Consider the likelihood Consider using Expand, enhance Examine the overall Consider access Preserve rights-of-way Consider connected Consider recreation</p>	<p>WAC 468-86-030 and WAC 468-86-080: Least Cost Planning The methodology shall consider direct and indirect costs and benefits for all reasonable options to meet planning goals and objectives. The methodology shall treat demand and supply resources on a consistent and integrated basis. The regional transportation planning organizations shall consult the guidelines set forth by the department for implementing a least-cost planning methodology. Regional transportation plans should incrementally incorporate least-cost planning methodologies as these concepts are developed. The regional transportation plan adopted after July 1, 2000, shall be based on a least-cost planning methodology appropriate to the region. "Least cost planning" means a process of comparing direct and indirect costs of demand and supply options to meet transportation goals and/or policies where the intent of the process is to identify the most cost-effective mix of options.</p>

Best Practices

The consultants reviewed performance measurement in the following ten states listed in WSDOT's "*State of the Practice*" *Inventory March 2004 – Learning from Others*, and also states suggested by TPAB:

- Florida Department of Transportation
- Kentucky Transportation Cabinet
- Maryland Department of Transportation
- Michigan Department of Transportation
- Minnesota Department of Transportation
- Missouri Department of Transportation
- New Mexico Department of Transportation
- Ohio Department of Transportation
- Oregon Department of Transportation
- Virginia Department of Transportation

Best Practices

- Three to four performance goals for transportation system
- Establish goals in transportation plan to frame measures & criteria
- Link goals to measures through systematic process of objectives
- Distinguish department performance from system performance
- Limited number of key measures
- Effectiveness and customer satisfaction measures
- Easily digested and readable reports for the public
- State laws allow for evolution of performance measures
- Cross-walk to statewide performance measure systems

Key Recommendations

1. Use common terminology.
2. Use three overarching performance goals.
3. Use three to five objectives for each performance goal.
4. Use thirty or fewer key performance measures.
5. Align planning requirements and investment criteria with the overarching goals.
6. Draft new legislation that is concise and consistent regarding transportation investments and priorities.

Proposed WSDOT Goals, Objectives and Key Measures

Priority of Government (POG)

Goal

Objective/System Measure

WSDOT Activity

WSDOT Key Measure Area

WSDOT Potential Measure

WSDOT Target

Proposed WSDOT Goals, Objectives and Key Measures

POG

To improve the security of people and property

To improve statewide mobility of people, goods, information, and energy

Goal

To improve the safety and security of transportation customers & system

To improve the predictable movement of people and goods

To be effective managers of transportation assets & public resources

Proposed WSDOT Goals, Objectives and Key Measures: Safety and Security

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>
To improve the security of people and property	To improve the safety and security of transportation customers & system	Objective: Highway hazard reduction <i>System measure: vehicular accidents (deaths/VMT)</i> Objective: Bridge hazard reduction <i>System measure: seismic retrofit status all bridges</i> Objective: WSF security and safety <i>System measure: safety plan compliance</i> Objective: Emergency management <i>System measure: CEMP readiness</i>

Proposed WSDOT Goals, Objectives and Key Measures:

Safety and Security

<u>POG</u>	<u>Goal</u>	<u>Objective / System Measure</u>	<u>WSDOT Major Activity</u>
To improve the security of people and property	To improve the safety and security of transportation customers & system	<p>Objective: Highway hazard reduction <i>System measure: vehicular accidents (deaths/VMT)</i></p> <p>Objective: Bridge hazard reduction <i>System measure: seismic retrofit status all bridges</i></p> <p>Objective: WSF security and safety <i>System measure: safety plan compliance</i></p> <p>Objective: Emergency management <i>System measure: CEMP readiness</i></p>	<ul style="list-style-type: none"> •Highway maintenance •Safety capital projects •Bridge maintenance •Capital projects •Safety plan •Compliance with MTSA •CEMP role •JOPS

Proposed WSDOT Goals, Objectives and Key Measures:

Safety and Security

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>
To improve the security of people and property	To improve the safety and security of transportation customers & system	<p>Objective: highway hazard reduction <i>System measure: vehicular accidents (deaths/VMT)</i></p> <p>Objective: bridge hazard reduction <i>System measure: seismic retrofit status all bridges</i></p> <p>Objective: WSF security and safety <i>System measure: safety plan compliance</i></p> <p>Objective: emergency management <i>System measure: CEMP readiness</i></p>	<ul style="list-style-type: none"> •Highway maintenance •Safety capital projects •Bridge maintenance •Capital projects •Safety plan •Compliance with MTSA •CEMP role •JOPS 	<ol style="list-style-type: none"> 1. Safety improvement project delivery 2. Effectiveness of safety projects 3. Vehicular accidents 4. Bridge seismic retrofit program status 5. Bridge seismic status WSDOT bridges 6. Safety plan compliance 7. CEMP preparedness

Proposed WSDOT Goals, Objectives and Key Measures:

Safety and Security

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>
To improve the security of people and property	To improve the safety and security of transportation customers & system	<p>Objective: highway hazard reduction <i>System measure: vehicular accidents (deaths/VMT)</i></p> <p>Objective: bridge hazard reduction <i>System measure: seismic retrofit status all bridges</i></p> <p>Objective: WSF security and safety <i>System measure: safety plan compliance</i></p> <p>Objective: emergency management <i>System measure: CEMP readiness</i></p>	<p>Highway maintenance Safety capital projects</p> <p>Bridge maintenance Capital projects</p> <p>Safety plan Compliance with MTSA</p> <p>CEMP role JOPS</p>	<p>1. Safety improvement project delivery</p> <p>2. Effectiveness of safety projects</p> <p>3. Vehicular accidents</p> <p>4. Bridge seismic retrofit program status</p> <p>5. Bridge seismic status WSDOT bridges</p> <p>6. Safety plan compliance</p> <p>7. CEMP preparedness</p>	<p>1. Number of TPA HAL projects completed</p> <p>2. Before & after combined average for safety projects collisions/year</p> <p>3. Highway related deaths – natural and engineered (per VMT)</p> <p>4. Planned vs. actual # of projects advertised in high risk zone</p> <p>5. Percent of bridges meeting WSDOT seismic standards</p> <p>6. Results of internal safety audits</p> <p>7. Status of joint WSP/WSDOT measure development</p>

Proposed WSDOT Goals, Objectives and Key Measures:

Safety and Security

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>	<u>WSDOT Target</u>
To improve the security of people and property	To improve the safety and security of transportation customers & system	<p>Objective: highway hazard reduction <i>System measure: vehicular accidents (deaths/VMT)</i></p> <p>Objective: bridge hazard reduction <i>System measure: seismic retrofit status all bridges</i></p> <p>Objective: WSF security and safety <i>System measure: safety plan compliance</i></p> <p>Objective: emergency management <i>System measure: CEMP readiness</i></p>	<p>Highway maintenance Safety capital projects</p> <p>Bridge maintenance Capital projects</p> <p>Safety plan Compliance with MTSA CEMP role JOPS</p>	<p>1. Safety improvement project delivery</p> <p>2. Effectiveness of safety projects</p> <p>3. Vehicular accidents</p> <p>4. Bridge seismic retrofit program status</p> <p>5. Bridge seismic status WSDOT bridges</p> <p>6. Safety plan compliance</p> <p>7. CEMP preparedness</p>	<p>1. # of TPP HAL projects completed</p> <p>2. Before & after combined average for safety projects collisions/year</p> <p>3. Highway related deaths – natural and engineered (per VMT)</p> <p>4. Planned vs. actual # of projects advertised in high risk zone</p> <p>5. % of bridges meeting WSDOT seismic standards</p> <p>6. Results of internal safety audits</p> <p>7. Status of joint WSP/WSDOT measure development</p>	

Proposed WSDOT Goals, Objectives and Key Measures: Movement of People and Goods

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>
To improve statewide mobility of people, goods, information, and energy	To improve the predictable movement of people and goods	Objective: Efficient use of highways – urban areas <i>System measure: Change in 95% reliable travel time on key corridors</i> Objective: Efficient use of highways – statewide <i>System measure: Throughput on all state highways</i> Objective: WSF operations <i>System measure: Capital asset development to meet 5, 10 and 15-year load projections</i> Objective: Transit ridership <i>System measure: Percent of transit seats utilized</i>

Proposed WSDOT Goals, Objectives and Key Measures:

Movement of People and Goods

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>	<u>WSDOT Major Activity</u>
To improve statewide mobility of people, goods, information, and energy	To improve the predictable movement of people and goods	<p>Objective: Efficient use of highways – urban areas <i>System measure: Change in 95% reliable travel time on key corridors</i></p> <p>Objective: Efficient use of highways – statewide <i>System measure: Throughput on all state highways</i></p> <p>Objective: WSF operations <i>System measure: Capital asset development to meet 5, 10 and 15-year load projections</i></p> <p>Objective: Transit ridership <i>System measure: Percent of transit seats utilized</i></p>	<ul style="list-style-type: none"> •Demand management •Traffic operations •Capital projects <ul style="list-style-type: none"> •Maintenance •Snow and ice •Incident response <ul style="list-style-type: none"> •Operations •Maintenance •Capital projects <ul style="list-style-type: none"> •ACCT •Grants

Proposed WSDOT Goals, Objectives and Key Measures:

Movement of People and Goods

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>
To improve statewide mobility of people, goods, information, and energy	To improve the predictable movement of people and goods	<p>Objective: Efficient use of highways – urban areas <i>System measure: Change in 95% reliable travel time on key corridors</i></p> <p>Objective: Efficient use of highways – statewide <i>System measure: Throughput on all state highways</i></p> <p>Objective: WSF operations <i>System measure: Capital asset development to meet 5, 10 and 15-year load projections</i></p> <p>Objective: Transit ridership <i>System measure: Percent of transit seats utilized</i></p>	<ul style="list-style-type: none"> •Demand management •Traffic operations •Capital projects <ul style="list-style-type: none"> •Maintenance •Snow and ice •Incident response <ul style="list-style-type: none"> •Operations •Maintenance •Capital projects <ul style="list-style-type: none"> •ACCT •Grants 	<p>8. Effectiveness of highway projects in relieving congestion</p> <p>9. Effectiveness of traffic operations and demand management or cost per throughput</p> <p>10. Maintenance quality</p> <p>11. Avalanche control</p> <p>12. Incident response</p> <p>13. Trip reliability</p> <p>14. Customer satisfaction/affordability</p> <p>15. Disadvantaged ridership</p> <p>16. Non-urban area access to transit</p>

Proposed WSDOT Goals, Objectives and Key Measures:

Movement of People and Goods

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>
To improve statewide mobility of people, goods, information, and energy	To improve the predictable movement of people and goods	<p>Objective: Efficient use of highways – urban areas <i>System measure: Change in 95% reliable travel time on key corridors</i></p> <p>Objective: Efficient use of highways – statewide <i>System measure: Throughput on all state highways</i></p> <p>Objective: WSF operations <i>System measure: Capital asset development to meet 5, 10 and 15-year load projections</i></p> <p>Objective: Transit ridership <i>System measure: Percent of transit seats utilized</i></p>	<p>Demand management</p> <p>Traffic operations</p> <p>Capital projects</p> <p>Maintenance</p> <p>Snow and ice</p> <p>Incident response</p> <p>Operations</p> <p>Maintenance</p> <p>Capital projects</p> <p>ACCT</p> <p>Grants</p>	<p>8. Effectiveness of highway projects in relieving congestion</p> <p>9. Effectiveness of traffic operations and demand management</p> <p>10. Maintenance quality</p> <p>11. Avalanche control</p> <p>12. Incident response</p> <p>13. Trip reliability</p> <p>14. Customer satisfaction</p> <p>15. Disadvantaged ridership</p> <p>16. Non-urban area access to transit</p>	<p>8. Before & after congestion results – case studies</p> <p>9. TBD (e.g., change in person throughput per lane during peak periods)</p> <p>10. Number of WSDOT's 22 maintenance targets achieved</p> <p>11. Closure times: 1-90, Snoq. Pass</p> <p>12. Average # of minutes to clear incidents that last over 90 minutes</p> <p>13. Trip reliability index</p> <p>14. Customer survey results</p> <p>15. TBD (e.g., # of one-way trips provided for transportation disadvantaged)</p> <p>16. TBD (e.g., annual public transit ridership in rural areas)</p>

Proposed WSDOT Goals, Objectives and Key Measures:

Movement of People and Goods

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>	<u>WSDOT Target</u>
To improve statewide mobility of people, goods, information, and energy	To improve the predictable movement of people and goods	<p>Objective: Efficient use of highways – urban areas <i>System measure: Change in 95% reliable travel time on key corridors</i></p> <p>Objective: Efficient use of highways – statewide <i>System measure: Throughput on all state highways</i></p> <p>Objective: WSF operations <i>System measure: Capital asset development to meet 5, 10 and 15-year load projections</i></p> <p>Objective: Transit ridership <i>System measure: Percent of transit seats utilized</i></p>	<p>Demand management</p> <p>Traffic operations</p> <p>Capital projects</p> <p>Maintenance</p> <p>Snow and ice</p> <p>Incident response</p> <p>Operations</p> <p>Maintenance</p> <p>Capital projects</p> <p>ACCT</p> <p>Grants</p>	<p>8. Effectiveness of highway projects in relieving congestion</p> <p>9. Effectiveness of traffic operations and demand management</p> <p>10. Maintenance quality</p> <p>11. Avalanche control</p> <p>12. Incident response</p> <p>13. Trip reliability</p> <p>14. Customer satisfaction</p> <p>15. Disadvantaged ridership</p> <p>16. Non-urban area access to transit</p>	<p>8. Before & after congestion results – case studies</p> <p>9. TBD (e.g., change in person throughput per lane during peak periods)</p> <p>10. Number of WSDOT's 22 maintenance targets achieved</p> <p>11. Closure times: 1-90, Snoq. Pass</p> <p>12. Average # of minutes to clear incidents that last over 90 minutes</p> <p>13. Trip reliability index</p> <p>14. Customer survey results</p> <p>15. TBD (e.g., # of one-way trips provided for transportation disadvantaged)</p> <p>16. TBD (e.g., annual public transit ridership in rural areas)</p>	

Proposed WSDOT Goals, Objectives and Key Measures: Effective Managers of Transportation Assets & Public Resources

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>
To improve statewide mobility of people, goods, information, and energy	To be effective managers of transportation assets & public resources	Objective: Preservation <i>System measure: Achievement of optimal life cycle % on all transportation assets</i> Objective: Capital project quality and delivery <i>System measure: Project status and quality of construction</i> Objective: Environmental management <i>System measure: Transportation system adherence to environmental regulations</i> Objective: Workforce management <i>System measure: Employee satisfaction</i>

Proposed WSDOT Goals, Objectives and Key Measures:

Effective Managers of Transportation Assets & Public Resources

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>	<u>WSDOT Major Activity</u>
To improve statewide mobility of people, goods, information, and energy	To be effective managers of transportation assets & public resources	<p>Objective: Preservation <i>System measure: Achievement of optimal life cycle % on all transportation assets</i></p> <p>Objective: Capital project quality and delivery <i>System measure: Project status and quality of construction</i></p> <p>Objective: Environmental management <i>System measure: Transportation system adherence to environmental regulations</i></p> <p>Objective: Workforce management <i>System measure: Employee satisfaction</i></p>	<ul style="list-style-type: none"> •Pavement paving •Bridge repairs & preservation •Ferry terminal preservation •Ferry vessel preservation •Capital projects •Capital project environmental compliance •Operations environmental compliance •Human resources management

Proposed WSDOT Goals, Objectives and Key Measures:

Effective Managers of Transportation Assets & Public Resources

<u>POG</u>	<u>Goal</u>	<u>Objective/System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>
To improve statewide mobility of people, goods, information, and energy	To be effective managers of transportation assets & public resources	<p>Objective: Preservation <i>System measure: Achievement of optimal life cycle % on all transportation assets</i></p> <p>Objective: Capital project quality and delivery <i>System measure: Project status and quality of construction</i></p> <p>Objective: Environmental management <i>System measure: Transportation system adherence to environmental regulations</i></p> <p>Objective: Workforce management <i>System measure: Employee satisfaction</i></p>	<ul style="list-style-type: none"> •Pavement paving •Bridge repairs & preservation •Ferry terminal preservation •Ferry vessel preservation •Capital projects •Capital project environmental compliance •Operations environmental compliance •Human resources compliance 	<p>17. Pavement condition</p> <p>18. Bridge condition</p> <p>19. Ferry preservation</p> <p>20. On-time/on-budget highway project status</p> <p>21. On-time/on-budget ferry project status</p> <p>22. Construction quality</p> <p>23. Reasonableness of mitigation undertaking and costs</p> <p>24. Environmental compliance</p> <p>25. Skill level of project managers and engineering staff</p> <p>26. Workforce safety</p>

Proposed WSDOT Goals, Objectives and Key Measures:

Effective Managers of Transportation Assets & Public Resources

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>
To improve statewide mobility of people, goods, information, and energy	To be effective managers of transportation assets & public resources	<p>Objective: Preservation <i>System measure: Achievement of optimal life cycle % on all transportation assets</i></p> <p>Objective: Capital project quality and delivery <i>System measure: Project status and quality of construction</i></p> <p>Objective: Environmental management <i>System measure: Transportation system adherence to environmental regulations</i></p> <p>Objective: Workforce management <i>System measure: Employee satisfaction</i></p>	<p>Pavement paving</p> <p>Bridge repairs & preservation</p> <p>Ferry terminal preservation</p> <p>Ferry vessel preservation</p> <p>Capital projects</p> <p>Capital project environmental compliance</p> <p>Operations environmental compliance</p> <p>Human resources management</p>	<p>17. Pavement condition</p> <p>18. Bridge condition</p> <p>19. Ferry preservation</p> <p>20. On-time/on-budget highway project status</p> <p>21. On-time/on-budget ferry project status</p> <p>22. Construction quality</p> <p>23. Reasonableness of mitigation undertaking and costs</p> <p>24. Environmental compliance</p> <p>25. Skill level of project managers and engineering staff</p> <p>26. Workforce safety</p>	<p>17. % of pavement in good, fair or poor condition vs. optimal life cycle % rating</p> <p>18. % of bridges in good, fair or poor condition vs. optimal life cycle % rating</p> <p>19. Life cycle rating for vessels vs. optimal life cycle rating</p> <p>20. % of highway projects complete on schedule & budget</p> <p>21. % of ferry projects complete on schedule & budget</p> <p>22. Quality rating system to be developed</p> <p>23. TBD: Costs of mitigation in relation to project objectives</p> <p>24. Number of projects in compliance</p> <p>25. TBD (e.g., % of project managers & engineering staff with skills that meet WSDOT needs)</p> <p>26. Recordable injuries per 100 workers</p>

Proposed WSDOT Goals, Objectives and Key Measures:

Effective Managers of Transportation Assets & Public Resources

<u>POG</u>	<u>Goal</u>	<u>Objective/ System Measure</u>	<u>WSDOT Major Activity</u>	<u>WSDOT Key Measure Area</u>	<u>WSDOT Potential Measure</u>	<u>WSDOT Target</u>
To improve statewide mobility of people, goods, information, and energy	To be effective managers of transportation assets & public resources	<p>Objective: Preservation <i>System measure: Achievement of optimal life cycle % on all transportation assets</i></p> <p>Objective: Capital project quality and delivery <i>System measure: Project status and quality of construction</i></p> <p>Objective: Environmental management <i>System measure: Transportation system adherence to environmental regulations</i></p> <p>Objective: Workforce management <i>System measure: Employee satisfaction</i></p>	<p>Pavement paving</p> <p>Bridge repairs & preservation</p> <p>Ferry terminal preservation</p> <p>Ferry vessel preservation</p> <p>Capital projects</p> <p>Capital project environmental compliance</p> <p>Operations environmental compliance</p> <p>Human resources management</p>	<p>17. Pavement condition</p> <p>18. Bridge condition</p> <p>19. Ferry preservation</p> <p>20. On-time/on-budget highway project status</p> <p>21. On-time/on-budget ferry project status</p> <p>22. Construction quality</p> <p>23. Reasonableness of mitigation undertaking and costs</p> <p>24. Environmental compliance</p> <p>25. Skill level of project managers and engineering staff</p> <p>26. Workforce safety</p>	<p>17. % of pavement in good, fair or poor condition vs. optimal life cycle % rating</p> <p>18. % of bridges in good, fair or poor condition vs. optimal life cycle % rating</p> <p>19. Life cycle rating for vessels vs. optimal life cycle rating</p> <p>20. % of highway projects complete on schedule & budget</p> <p>21. % of ferry projects complete on schedule & budget</p> <p>22. Quality rating system to be developed</p> <p>23. TBD: Costs of mitigation in relation to project objectives</p> <p>24. # of projects in compliance</p> <p>25. TBD (e.g., % of project managers & engineering staff with skills that meet WSDOT needs)</p> <p>26. Recordable injuries per 100 workers</p>	

Existing WSDOT Investment Process

INPUTS

Define mission, establish measurable goals

Federal Government

Regulations, programs, priorities, and funding:

Department of Transportation Act of 1966
SAFETEA-LU
Other national policies (environmental, civil rights, labor, trade, purchasing)
Executive Order 12893 (Principles for Federal Infrastructure Investments)

Budget

proposed by governor
adopted by legislature
amended as needed
grants received

Legislative Instructions

72 criteria identified

RCW 36.70A: Growth Management
RCW 43.88.090: Development of Budget
RCW 47.01.011: Plan Intent
RCW 47.01.012: Benchmarks
RCW 47.01.071: Commission — Functions, Powers, and Duties
RCW 47.05.051: Ten-Year Comprehensive Investment Program — Priority Selection Criteria — Improvement Program Criteria
RCW 47.06.030: Transportation Policy Plan
RCW 47.06.040: Statewide Multimodal Transportation Plan
RCW 47.06.043: Technical Workers — Skill Enhancement
RCW 47.06.045: Freight Mobility Plan
RCW 47.06.050: State-Owned Facilities Component
RCW 47.06.060: Aviation Plan
RCW 47.06.070: Marine Ports and Navigation Plan
RCW 47.06.080: Freight Rail Plan
RCW 47.06.090: Intercity Passenger Rail Plan
RCW 47.06.100: Bicycle Transportation and Pedestrian Walkways Plan
RCW 47.06.110: Public Transportation Plan
RCW 47.06.130: Special Planning Studies — Cost-Benefit Analysis
RCW 47.06.140: Transportation Facilities and Services of Statewide Significance
RCW 47.30: Trails and Paths for Non-Motorized Traffic
RCW 47.80: Regional Transportation Planning Organizations

WSDOT staff

management and business practices

Other human resources

contractors, vendors

Instructions: MPOs and RTPOs

Metropolitan and regional transportation plans, TIPs

e.g., PSRC Vision 2020 and Destination 2030
WAC 468-86-030 and WAC 468-86-080: Least Cost Planning

External Environment

natural, built, political, social

THROUGHPUTS

Strategies and major activities

WSDOT Activities

Regions:

Eastern Region
North Central Region
Northwest Region
Olympic Region
South Central Region
Southwest Region
Urban Corridors

Environmental and Engineering Programs
Emergency Management
Maintenance and Operations Programs
Project Control and Reporting
Research
Washington State Ferries
Accounting
Administration
Budget
Human Resources
Information Technology
Risk Management
Aviation
Ombudsman
Communications
Public Transportation and Rail
Freight Strategy and Policy
Strategic Planning and Programming
Governmental Relations
Transportation Innovative Partnerships
Highways and Local Programs

WSDOT staff

staff assignments, staff development

OUTPUTS

Quality and productivity objectives for each major activity

Washington Transportation Plan (WTP)

3 visions
6 focus areas
16 goals

2003-07 Business Direction/Strategic Plan

6 strategic objectives
69 reported measures

Measures of progress

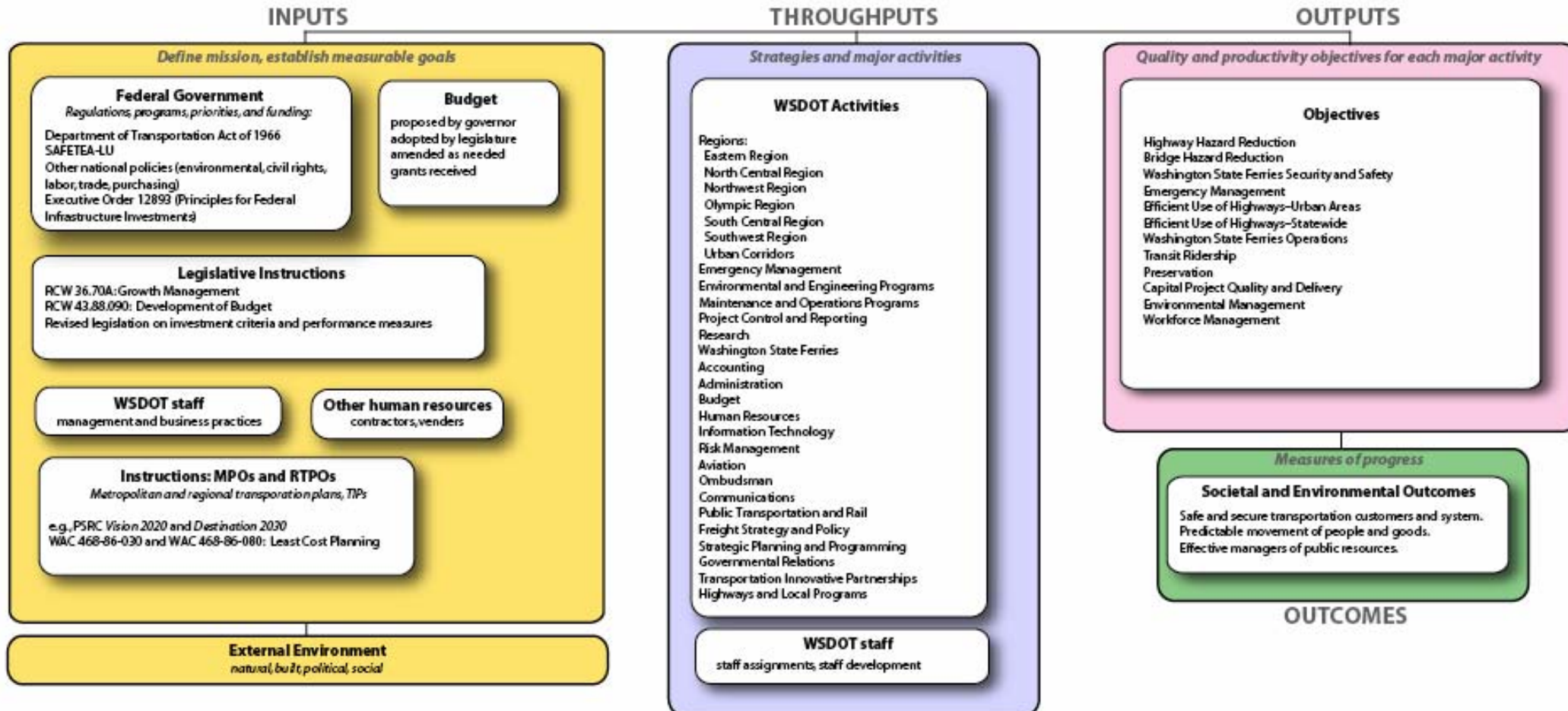
WTP Visions

A vibrant community
A vital economy
A sustainable environment

OUTCOMES

Recommended Alignment

RECOMMENDED ALIGNMENT OF WSDOT INVESTMENT PROCESS



Legislative Intent

Replace existing statutes, benchmarks, and investment criteria.

Align new legislation with overarching system goals.

Adopt only goals.

Maryland as potential legislative model:

20-year plan and 6-year investment based on goals and objectives linked to transportation plan.

Annual report on attainment of transportation goals and benchmarks.

System objectives identified but specific measures determined by DOT.

Objectives and Recommendations

<u>Objective</u>	<u>Current</u>	<u>Recommended</u>
GASB Criteria	Partial	Yes
Relate measures to system goals	No	Yes
Distinguish WSDOT performance	No	Yes
Consistent reporting on few measures	Partial	Yes
Distinguish from organizational reporting	Partial	Yes
Allow evolution of measures	No	Yes
Investment criteria clear	No	Yes

TPAB Legislative Recommendations

- Amend 47.01.012 to substitute the proposed three overarching goals with system measures for the current benchmarks ensuring alignment between the measures and the overarching transportation goals.
- Amend 47.01.012 to have WSDOT submit an annual report on the attainment of transportation goals, objectives and measures.
- Amend 47.05.030 and 47.05.051 to require the ten-year investment program to relate to the three overarching goals with a link to the annual report on the attainment.
- Adopt proviso language that will require a report back to the Legislature from the Governor, Office of Financial Management and Department of Transportation by December 31, 2006.
- Adopt proviso language to require TPAB or its successor to recommend objectives that would implement the state transportation goals for all authorized and funded state transportation agencies.
- Planning process evaluation – report by June 30, 2006.